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LEADERSHIP STYLES IN THE PRIVATE SECTORS OF SABAH IN RELATION TO JOB SATISFACTION MODERATED BY EMPLOYEE COMMITMENT

Sharifah Norasykin Said Madeen¹@Syed Nordin¹, Sidah Idris^{2*}, Syarifah Hanum Ali³

¹ Faculty of Business, Economics and Accountancy, University Malaysia Sabah, Kota Kinabalu, Sabah, Malaysia
Email: s_norasykin@yahoo.com

² Faculty of Business, Economics and Accountancy, University Malaysia Sabah, Kota Kinabalu, Sabah, Malaysia
Email: syaidah@ums.edu.my

³ Faculty of Business, Economics and Accountancy, University Malaysia Sabah, Kota Kinabalu, Sabah, Malaysia
Email: syarifahhanum.ali@ums.edu.my

* Corresponding Author

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Abstract:

Job satisfaction and leadership styles have long been recognised as interconnected themes in organisational research. In the context of Sabah's private sector, understanding how leadership practices influence employees' workplace experiences is particularly important, given the region's evolving economic and cultural environment. The present article explores the relationships between transformational, transactional, and visionary leadership styles and job satisfaction, while also examining the moderating role of employee commitment. A quantitative survey was conducted among 170 private sector employees using validated questionnaires. Data were analysed with SPSS 27.0 to assess correlations, regression, and moderation effects. The findings show that all three leadership styles positively relate to job satisfaction, with visionary leadership demonstrating the strongest association with employee commitment. These results indicate that leadership effectiveness depends not only on style but also on the degree of workforce commitment. This study contributes to the broader literature by providing empirical evidence from Sabah and suggesting that organisations can enhance satisfaction and retention by integrating diverse leadership practices with strategies that foster employee commitment.

Keywords:

Transformation Leader, Transactional Leader, Visionary Leader, Job Satisfaction, Employee Commitment

Introduction

Leadership and job satisfaction remain central themes in organisational behaviour research, given their implications for productivity, retention, and workforce well-being. Numerous studies have shown that leadership styles shape employee experiences and performance outcomes. However, there is limited empirical evidence on how different leadership styles interact with employee commitment to influence job satisfaction, particularly in developing regional contexts such as Sabah.

This paper investigates the interplay between leadership style and job satisfaction, with employee commitment as a moderating factor, to provide insights for organisations seeking to adopt leadership practices that maximise satisfaction, engagement, and overall organisational performance. It examines transformational, transactional, and visionary leadership within one framework, showing how they relate to employee commitment and together influence job satisfaction. By situating the analysis in Sabah where the private sector faces challenges such as economic fluctuations, workforce diversity, and competitive labour markets, the study contributes region-specific evidence to broader leadership theory and highlights practical implications for organisational practice.

Literature Review

Theory used

Social Exchange Theory (SET) provides a foundation for understanding the relationship between leadership styles and employee job satisfaction in Sabah's private sector. SET views workplace interactions as reciprocal exchanges, where employees who feel valued, supported, and fairly treated by their leaders respond with higher job satisfaction, commitment, and performance (Wei, Qaisar, & Saina, 2022). Transformational leadership, characterized by mentoring, recognition, and inspiration, fosters strong reciprocal relationships, enhancing employee loyalty and organisational commitment (Russell, Anthony, Daniels & Hall, 2018). Transactional leadership relies on structured roles, rewards, and performance-based incentives, producing moderate exchanges that can increase satisfaction if applied fairly. Visionary leadership motivates employees by articulating a compelling long-term vision and building trust, promoting engagement, innovation, and alignment with organisational goals (Ryan, 2016). These dynamics highlight the importance of leadership style, moderated by employee commitment, in shaping job satisfaction and overall organisational effectiveness.

Job Satisfaction

Job satisfaction is broadly defined as an employee's emotional and cognitive evaluation of their work environment, encompassing factors such as leadership, compensation, work conditions, and organisational culture (Locke, 1976; Kreitner & Kinicki, 2012). It reflects the extent to which employees feel content, engaged, and motivated in their roles, influencing their behaviour, productivity, and organisational commitment (Eliyana et al., 2019; Marina Zhuravskaya et al., 2020). High job satisfaction has been linked to greater employee retention, reduced turnover and absenteeism, and overall organisational resilience and performance (Purnomo & Novalia, 2019; Mwesigwa et al., 2020; Ruiz-Palomo et al., 2020). Employees respond differently to leadership and motivational approaches, highlighting the importance of understanding the interplay between leadership style and job satisfaction, particularly when moderated by employee commitment. Modern management frameworks emphasize recognising employees as individuals with unique needs and aspirations, further underscoring

that fostering job satisfaction is pivotal for both employee well-being and organisational success.

Leadership Style

Leadership is a complex, multifaceted phenomenon that plays a critical role in organisational success, influencing employee motivation, engagement, and overall performance (Nilima Gandhi, 2022; Bass, 1990). Effective leaders possess vision, integrity, and the ability to inspire and guide others toward shared goals (Kalam, 1999; Purnomo & Novalia, 2019). Leadership approaches are shaped by organisational characteristics, technological proficiency, and established culture (Kelsey Dappa et al., 2019). Various leadership styles have been identified, including servant leadership, which prioritizes employee growth and well-being (Modise & Raga, 2023); autocratic leadership, marked by centralized control (Bwalya Arthur, 2023); charismatic leadership, which energizes and motivates teams (Bwalya Arthur, 2023); situational leadership, which adapts to the needs of followers (Thompson, Geir & Glasø, 2018); and laissez-faire leadership, characterized by a hands-off approach (Rajbanshi, 2020). For the purpose of this study, the focus is on transformational, transactional, and visionary leadership due to their contemporary relevance, widespread adoption, and significant influence on employee job satisfaction in dynamic organisational environments (Cherry, 2023). Table 1 is formed to compare these studies and their findings as previous literature analysis.

Transformational Leadership

Transformational leadership, introduced by Burns (1978) and expanded by Bass (1985), emphasizes inspiration, intellectual stimulation, individualized consideration, and idealized influence. Leaders using this style motivate and mentor employees, fostering engagement, purpose, and job satisfaction (Bass & Riggio, 2006; Kusni Ingsih et al., 2021). By establishing high moral standards, promoting shared goals, and recognizing employee contributions, transformational leaders build trust and loyalty, resulting in greater organisational commitment and performance (Azizah et al., 2020; Muppudathi & Krishnan, 2020; Ayu Putri Aprileani et al., 2022). This style has been consistently linked to enhanced employee motivation, satisfaction, and alignment with organisational objectives across diverse organisational contexts (Kelsey Dappa et al., 2019).

Transactional Leadership

Transactional leadership focuses on structured roles, performance-based rewards, and contingent incentives, providing stability and clear expectations for employees (Bass, 1985; Burns, 1978). Employees respond positively when rewards are fair and consistent, leading to higher job satisfaction, engagement, and productivity (Bass & Avolio, 1994; Judge & Piccolo, 2004; Podsakoff et al., 2006). Transactional leadership ensures task completion and efficiency, while also establishing predictable pathways for achievement, fostering a sense of security and reciprocity between leaders and employees (Epitropaki & Martin, 2005; Siswanto et al., 2020; Jayadi & Ekawati, 2023).

Visionary Leadership

Visionary leadership inspires employees by articulating a compelling long-term vision, fostering a shared sense of purpose, and encouraging innovation and autonomy (Nanus, 1992; Sashkin, 1988). Employees under visionary leaders report higher job satisfaction, engagement, and organisational commitment due to meaningful work experiences and trust in leadership (Strange & Mumford, 2002; Eisenbach et al., 1999). However, overly visionary leaders who

fail to provide clear implementation steps may risk demotivating employees, highlighting the importance of balancing inspiration with practical guidance (Yukl, 2013).

Employee Commitment

Employee commitment reflects an individual's emotional attachment, engagement, and loyalty toward an organisation, and is critical for performance and sustainability (Eliyana et al., 2019; Loan, 2020; Irefin & Mechanic, 2014). Committed employees are willing to contribute beyond basic duties, aligning personal goals with organisational objectives and enhancing job satisfaction (Yateno, 2020; Purnomo & Novalia, 2019). Research indicates that employee commitment moderates the impact of leadership styles on job satisfaction, meaning that the effectiveness of transformational, transactional, or visionary leadership may vary depending on employees' levels of organisational attachment and engagement.

Table 1: Relationship Between Leadership Styles, Job Satisfaction and Employee Commitment

Study	Methodology	Variables	Countries	Data / Period	Findings
Eliyana & S. M. Muzakki, 2019	Quantitative Analysis and SEM	Independent Transformational leadership Dependent Work performance Work satisfaction Organisational commitment	Indonesia	Panel Data 1978-2018	Results of the study indicates that transformational leadership significantly impacts organisational commitment and job satisfaction.
An et al., 2019	Quantitative Analysis	Independent Leadership behaviors Dependent Job Satisfaction	Denmark	Panel Data 1938-2018	Evidence from the study proves that changes in leadership behaviors such as transformational leadership, verbal rewards and material rewards would improve and provide positive feedback in employee job satisfaction

Chandrasekara, 2019	Quantitative Analysis	Independent Transformational leadership Dependent Job performance Job satisfaction	Sri Lanka	Panel Data 1972-2015	Findings show that leaders should construct transformational leadership to boost employee satisfaction and job performance.
Wong et al., 2022	Quantitative Analysis and SEM	Independent Transformational leadership Dependent Job performance Employee engagement Affective organisational commitment	China	Panel Data 1981-2021	This study found that transformational leadership is exhibited by leaders in an organisation, and that this influences how employees perceive their responsibilities and work, which in turn leads to high-affective organisational commitment and job performance. It also found that employee engagement plays a critical mediating role in supporting both the leader and the employee outcome.
Odunayo Salau et al., 2019	Quantitative Analysis and SEM	Independent Transformational leadership Dependent Employee satisfaction Employee engagement	Nigeria	Panel Data 1995-2018	Analysis shows that transformative leadership is said to increase employee engagement and satisfaction by fostering a culture of constant intellectual stimulation and charisma.

Abuzaid et al., 2019	Quantitative Analysis	Independent Transformational leadership Dependent Effectiveness of strategic decision	Jordan	Panel Data 1976-2018	Results show that the efficiency of strategic decisions is improved by transformational leadership because it fosters an atmosphere and behaviour that are conducive to knowledge sharing and builds interpersonal trust among organisation members.
Bastari et al., 2020	Quantitative Analysis	Independent Transformational leadership Dependent Job motivation Job performance	Indonesia	Panel Data 1993-2015	With job motivation serving as the intervening variable, transformational leadership has a considerable beneficial impact on job performance. This suggests that the leader's strong support will be able to inspire staff to do better.
Jensen et al., 2020	Mixed method analysis	Independent CEO transformational leadership Dependent Work performance	United States United Kingdom	Panel Data 1984-2019	Study indicates that even after accounting for a number of control variables, such as the baseline performance of the business, the transformational leadership style of the CEO, as measured by inspiring motivation and intellectual stimulation, positively predicts the majority of firm

performance
indicators.

Machali & Asrori, 2018	Quantitative Analysis	Independent Transformational leadership Dependent Job Satisfaction	Indonesia	Panel Data 1995-2017	Job satisfaction among employees may be attained by leaders who possess the appropriate transformational style and offer task and relationship assistance to their team members. Considering the implications of a leader's trustworthiness on job satisfaction as well.
Murphy et al., 2020	Quantitative Analysis and SEM	Independent Transformational leadership Dependent Job performance	United States Canada	Panel Data 1975-2018	Sales people's attitudes are impacted by the transformational leadership of sales managers.
Siswanto al., 2020	Quantitative Analysis and SEM	Independent Transformational leadership Transactional leadership Dependent Job satisfaction Employee performance	Indonesia	Panel Data 1985-2020	Overall theories were proven significant in relation to the variables with positive outcomes

Anita Ramadani Rachmah et al., 2022)	Quantitative Analysis and SEM-PLS	Independent Transformational leadership Dependent Job satisfaction Organisational commitment	Indonesia	Panel Data 1990- 2021	According to the study's findings, transformational leadership can boost job satisfaction, reduce workplace stress, and increase organisational commitment. Reducing workplace stress can increase organisational commitment because workers are more devoted to the organisation when they perceive that their stress levels are under control.
Luu Tien Dung & Phan Van Hai, 2020	SEM	Independent Transformational leadership Dependent Job satisfaction Organisational commitment	Vietnam	Panel Data 1943- 2020	Transformational leadership has the potential to mitigate uncertainty and foster a positive attitude towards change among employees. This, in turn, may lead to increased performance, organisational commitment, and acceptance of change.
Hanif & S. Endang, 2018	SEM-PLS	Independent Transformational leadership Dependent Organisational justice Organisational commitment Job performance	Indonesia	Panel Data 1985- 2017	Research has experimentally demonstrated that transformational leadership enhance employee performance; however, in contrast to previous research, this one does not substantially

increase employee trust or commitment due to an array of factors that are at issue.

Tedy Ardiansyah et al., 2022	SEM	Independent Transformational leadership Dependent Self-efficacy Job satisfaction Organisational commitment Lecturer performance	Indonesia	Panel Data 1986-2022	Transformational leadership and job satisfaction have an absolute correlation and have significant impact on job satisfaction which also correlates to self-efficacy, organisational commitment and lecturer performance.
Mustaqim, Sabri & Sumardin, 2020	Quantitative Analysis	Independent Transformational leadership Job satisfaction Dependent Organisational commitment	Indonesia	Panel Data 2007-2020	Results of the research describes that significant relationship is proven between transformational leadership and job satisfaction in addition to high level of job satisfaction results in high organisational commitment.
Ingsih et al., 2021	Mixed method analysis (Multiple linear regression using SPSS)	Independent Inspirational motivation Individualised consideration Idealised influence Intellectual stimulation Dependent Organisational commitment	Indonesia	Panel Data 1990-2021	The study's findings indicate that factors such as individualised consideration and inspiring motivation have a substantial beneficial impact on organisational commitment. In contrast,

intellectual stimulation and idealised influence have little bearing on organisational dedication.

Ayu Putri Aprileani et al., 2022	Quantitative Analysis and SEM	Independent Transformational leadership Dependent Readiness for change Organisational commitment Job Satisfaction Work performance	Indonesia	Panel Data 1997-2022	According to findings, transformational leadership has a favourable impact on job satisfaction, preparedness for change, and organisational commitment. Transformational leadership, job satisfaction, and organisational commitment, on the other hand, have little effect on work performance as well as preparedness for change can act as an intervening mediator in the research.
Kelsey Dappa et al., 2019	Mixed method analysis	Independent Transformational leadership Dependent Employee satisfaction	Republic of Turkey	Panel Data 1978-2018	Research demonstrated that, via the mediating effects of organisational politics and organisational commitment, transformational leadership has a major impact on work satisfaction.

Marina Zhuravskaya et al., 2020	Mixed method analysis	Independent Job satisfaction Dependent Work performance Work safety	Poland	Panel Data 1959-2019	The findings indicate that employees' job satisfaction affects their workplace safety. A contented employee feels like they belong to the company, performs better at work, and takes on more responsibility. By analysing three parameters that were used to calculate the satisfaction index and consulting 20 statements that described their level of job satisfaction, the employees defined their level of job satisfaction.
Sheila Boamah et al., 2018	Quantitative Analysis and SEM	Independent Transformational leadership Dependent Job satisfaction Patient safety outcomes	Canada	Panel Data 1976-2017	Enhancing innovation inside the organisation is crucial for improving patient and nurse safety, and transformational leadership may help managers achieve this.
Klaic et al., 2020	Quantitative Analysis	Independent Transformational leadership Dependent Job satisfaction Work-related strain	Switzerland	Panel Data 1934-2020	Although transformational leadership has an effect on job satisfaction, strain at work is negatively correlated with it.

Hira Khan et al., 2020	Quantitative Analysis	Independent Transformational leadership Dependent Work performance Working burnout	Pakistan	Panel Data 1985-2020	The findings indicated a favourable and substantial association between transformative leadership and work performance. Nonetheless, there exists a marginal and indirect correlation between transformative leadership and social loafing and work-burnout.
Purnomo & Novalia, 2019	Quantitative Analysis (Multiple linear regression)	Independent Transformational leadership Dependent Job satisfaction Organisational commitment	Indonesia	Panel Data 2011-2018	The findings indicated that although job satisfaction had no effect on organisational commitment, transformational leadership characteristics had a linear and positive impact on organisational commitment.
Sarinah Lumbantoruan et al., 2020	Quantitative Analysis	Independent Transactional leadership Dependent Employee job satisfaction	Indonesia	Panel Data 2015-2018	Based on the findings of the data analysis and discussion that the researcher outlines, it was discovered that the transactional leadership style has an effect on workers' job satisfaction levels.

Thilageswary Arumugam et al., 2019	Quantitative Analysis	Independent Transactional leadership Transformational leadership Dependent Employee job satisfaction	Malaysia	Panel Data 1959-2016	According to the study's findings, employee work satisfaction was significantly positively connected with both transactional and transformational leadership.
Jayadi & Ekawati, 2023	Quantitative Analysis and SEM-PLS	Independent Transactional leadership Motivation Dependent Employee job satisfaction	Indonesia	Panel Data 2010-2021	The results showed that employee work satisfaction is positively and significantly impacted by both transactional leadership styles and motivation.
Nilima Gandhi, 2022	Quantitative Analysis	Independent Visionary leadership Dependent Job satisfaction	Germany	Historical data 1947-2021	The results demonstrated a clear relationship between visionary leadership and job satisfaction, with the mediators' commitment to the leader and their meaningfulness at work exhibiting a serial mediation effect.
Neneng Hayati, 2020	Quantitative Analysis and SEM	Independent Visionary leadership Talent management Employee engagement Employee motivation Dependent Job satisfaction	Indonesia	Panel Data 2008-2017	The following factors significantly affect job satisfaction: visionary leadership, talent management, employee engagement, and employee motivation all have a simultaneous influence on job satisfaction; additionally, job satisfaction has a

					significant impact on employee performance. Employee attachment and work motivation also significantly affect job satisfaction.
Hao Chen & Jiwen Song, 2021	Quantitative Analysis	Independent Visionary leadership Dependent Job satisfaction Employee's proactive behavior	China	Panel Data 1984-2018	Results prove that; Proactive employee behaviour is positively connected with visionary leadership. The relationship between visionary leadership and proactive employee behaviour is mediated by perceived organisational support. The relationship between workers' proactive behaviour and their perception of organisational support is moderated by job satisfaction. The mediating role of perceived organisational support between visionary leadership and proactive employee behaviour is moderated by job satisfaction; the greater the job satisfaction, the greater the mediating effect of perceived

organisational
support between
visionary
leadership and
proactive employee
behaviour.

Methodology

This research adopted a quantitative design to test hypothesised relationships between leadership styles, employee commitment, and job satisfaction. Data were collected using self-administered questionnaires distributed through HR departments and online platforms. The survey included demographic variables and validated scales for transformational, transactional, and visionary leadership, employee commitment, and job satisfaction, all measured using a five-point Likert scale. A purposive non-probability sampling technique was used, with a minimum sample size of 119 determined by G*Power analysis to ensure sufficient statistical power. A total of 170 valid responses were obtained. Reliability was established via Cronbach's alpha values exceeding 0.7 for all constructs, confirming strong internal consistency. Validity was supported through pilot testing and expert review, ensuring alignment with theoretical constructs. Ethical approval for the study was obtained from University Malaysia Sabah, and informed consent was secured from all participants prior to data collection. Participation was voluntary, with assurances of anonymity and confidentiality.

Data analysis was conducted using IBM SPSS 27.0, applying reliability analysis, descriptive statistics, correlation analysis, regression summary and moderation analysis to test hypotheses and examine moderation effects.

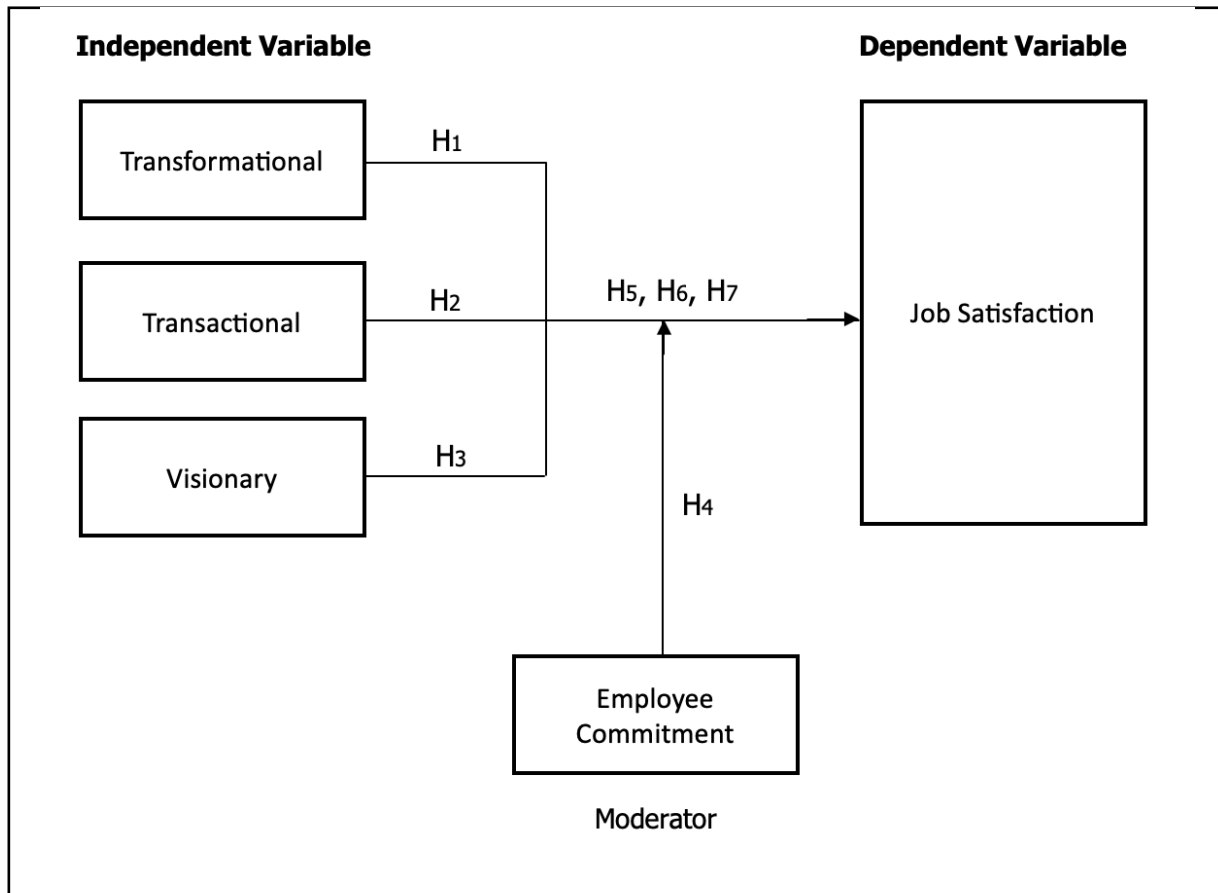


Figure 1: Research Framework

Findings Analysis

A total of 170 valid responses were collected from employees in the private sector in Sabah, with the majority aged between 35 and 54 years, predominantly male, and employed in companies with 30–250 staff. Most respondents held middle management positions, and a large proportion (87.1%) had received recognition or rewards from their organizations. Respondents were distributed across all divisions of Sabah, with the West Coast division having the highest representation. Table 2 presents data obtained from profile of respondents. These demographic insights provide a clear profile of the workforce under study, highlighting the prevalence of mid-career professionals in medium-sized organizations.

Table 2: Profile of Respondents

Demographic Variable	Categories	Frequency	Percentage (%)
Age	18 – 24	6	3.5
	25 – 34	42	24.7
	35 – 44	51	30.0
	45 – 54	53	31.2
	55 Above	18	10.6

Gender	Male	122	71.8
	Female	48	58.5
Location (Division)	West Coast	80	47.1
	Interior	26	15.3
	Kudat	21	12.4
	Sandakan	18	10.6
	Tenom	25	14.7
Number of Employees	Less than 30	20	11.8
	30 – 250	134	78.8
	Above 250	16	9.4
Position	High Level	27	15.9
	Middle Level	127	74.7
	Low Level	16	9.4
Reward	Received	148	87.1
	Not Received	22	12.9

The reliability of the survey instruments was confirmed, with all constructs transformational, transactional, and visionary leadership, employee commitment, and job satisfaction showing Cronbach's alpha values above 0.7, indicating strong internal consistency, as presented in Table 3. Descriptive analysis showed high mean scores across all variables, suggesting that respondents generally perceived leadership behaviours, commitment, and job satisfaction positively in Table 4. Correlation analysis further indicated significant positive relationships between the leadership styles, employee commitment, and job satisfaction, implying that these factors are interconnected in influencing employees' workplace experiences as shown in Table 5.

Table 3: Reliability Analysis

Variable	Number of Item	Cronbach's Alpha
Transformational	6	0.777
Transactional	3	0.752
Visionary	5	0.733
Employee Commitment	6	0.736
Job Satisfaction	5	0.759

Table 4: Descriptive Statistics

Latent Variable	Mean	Std. Deviation
Transformational	4.9308	0.5344
Transactional	4.5692	0.8593
Visionary	3.1176	0.6281
Employee Commitment	3.6422	0.5190

Job Satisfaction	3.8612	0.5487
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Table 5: Correlation Analysis

Variable	Transformational	Transactional	Visionary	Employee Commitment	Job Satisfaction
Transformational	1				
Transactional	0.746**	1			
Visionary	0.410**	0.557**	1		
Employee Commitment	0.663**	0.433**	0.884**	1	
Job Satisfaction	0.444	0.487	0.413	0.487	1

Multiple regression and moderation analyses revealed that transformational, transactional, and visionary leadership styles significantly predicted job satisfaction, with employee commitment enhancing these relationships. The model explained 36.7% of the variance in job satisfaction, indicating a moderate but meaningful impact of leadership and commitment on employee outcomes. All proposed hypotheses were supported, demonstrating that effective leadership practices, combined with high employee commitment, play a crucial role in improving job satisfaction within Sabah's private sector. These findings underscore the importance of strategic leadership and employee engagement in fostering a motivated and satisfied workforce. Table 6, 7, and 8 presents regression summary, regression analysis and moderation analysis respectively.

Table 6: Regression Summary

Indicator	Value
Adjusted R square	0.367
Sig.	<0.001

Table 7: Regression Analysis

Variable	Standardized Coefficients	t	Sig.	Collinearity Statistics
	Beta			VIF
Transformational	0.475	0.194	0.001	1.770
Transactional	0.789	3.172	0.001	1.345
Visionary	0.782	2.116	0.001	1.570

Employee Commitment	0.367	5.216	0.001	1.777
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Table 8: Moderation Analysis

Model R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics						Sig.	F	Durbin-Watson
				R Square Change	F Change	df1	df2					
1	.525 ^a	.275	.267	.46992	.275	31.711	2	167		<.001		
2	.591 ^b	.350	.338	.44651	.074	18.977	1	166		<.001		
3	.606 ^c	.367	.351	.44190	.017	4.477	1	165		.036	1.983	

a. Predictors: (Constant), EMPLOYEE COMMITMENT, TRANSFORMATIONAL

b. Predictors: (Constant), EMPLOYEE_COMMITMENT, TRANSFORMATIONAL, TRANSACTIONAL

c. Predictors: (Constant), EMPLOYEE_COMMITMENT, TRANSFORMATIONAL, TRANSACTIONAL, VISIONARY

d. Dependent Variable: JOB_SATISFACTION

Discussion

The demographic profile revealed that the majority of respondents were mid-career professionals employed in medium-sized organisations. Reliability analysis confirmed acceptable internal consistency, while descriptive statistics indicated generally positive perceptions of leadership, commitment, and job satisfaction. Correlation and regression analyses supported all hypotheses, confirming that transformational, transactional, and visionary leadership significantly predicted job satisfaction, with employee commitment amplifying these effects.

Transformational leadership was associated with trust, motivation, and employee development, aligning with Bass's (1990) theory. Transactional leadership contributed through structure and fairness, valued particularly in operational contexts. Visionary leadership, while underutilised, showed the strongest correlation with employee commitment, suggesting its unique role in inspiring long-term alignment and purpose.

These findings extend existing literature by demonstrating that the impact of leadership on job satisfaction is contingent upon employee commitment. Unlike prior studies that examined leadership styles in isolation, this research highlights their complementary roles and the moderating power of commitment, offering new insights into workforce dynamics in Sabah's private sector.

Conclusion

This study demonstrates that leadership styles significantly influence job satisfaction, with employee commitment enhancing these effects. The integration of transformational, transactional, and visionary leadership provides a more comprehensive framework for understanding workforce outcomes in Sabah's private sector.

In practice, the findings show that organisations should build strong leadership skills and at the same time encourage employee commitment. This can improve retention, engagement, and overall performance. At the theoretical level, the study adds to leadership research by showing

how job commitment works as a moderator, giving a clearer view of leadership effectiveness. Future studies should test this model in other sectors and regions, and also look at other possible factors like engagement or psychological safety.

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